OVERVIEW
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Management Board of Cabinet

OPS Management Series

Ontario's Principles and Standards of Management

Introduction to the Series

Introduction

The Management Standards Project was approved by Management Board and Cabinet in March 1980. Its purpose is to lay the groundwork for further improving management in the Ontario Public Service over the next decade by:

- establishing a basic framework for Managing in the '80s;
- developing a publication series which includes standards for the quality of management in the '80s;
- ensuring that communications, dialogue, training and measuring programs complement the publications series

The Management Standards Project is building on the management successes of the 1970s in a evolutionary way. The approach adopted is to build from within through discussion, dialogue and the sharing of experiences among ministries and central agencies.

The Project will provide a focus for those developmental initiatives already underway for the 1980s. The intention is not to impose new management systems on ministries, or solve all management problems. Rather, the initiatives will be based on the collective knowledge and experience gained by all managers.

Overview Series

The Overview Series describes management initiatives, principles, and responsibilities which set the stage for the Process and Support series. It is broken down into eight groups of brochures which provide an overview of management in the Ontario Public Service in a form easily read by all levels of management. Each of the categories flows from a section of **Ontario's Management Philosophy.**

Introductions and Definitions

The booklets and brochures on introductions and definitions will include an index to the series and a discussion of some of the terminology used throughout the series.

Ontario's Management Heritage

The second group of publications which flows from the introduction to the Philosophy, is Ontario's Management Heritage. These brochures are designed to encourage pride in past management successes in this government.

Corporate Initiatives

The third group of brochures stemming from the introduction will describe corporate initiatives in management improvement. This group will include initiatives such as the new role of internal audit, and the managing by results improvement effort.

Resource Management Principles

Ontario's management philosophy sets out a number of the Government of Ontario's beliefs about management. Flowing from the beliefs about people section of the Philosophy will be a series of overview brochures on resource management principles.

Management Process Principles

Based on the beliefs about management process in the Philosophy, will be brochures describing three fundamental characteristics of effective management processes:

- achieving results
- accountability
- decentralization.

Management Functions and Skills

The management principles set out in the Management Philosophy lead to a group of brochures on management functions and skills. These are essential in upholding the beliefs stated earlier. The management functions are organized in relation to the Management Cycle.

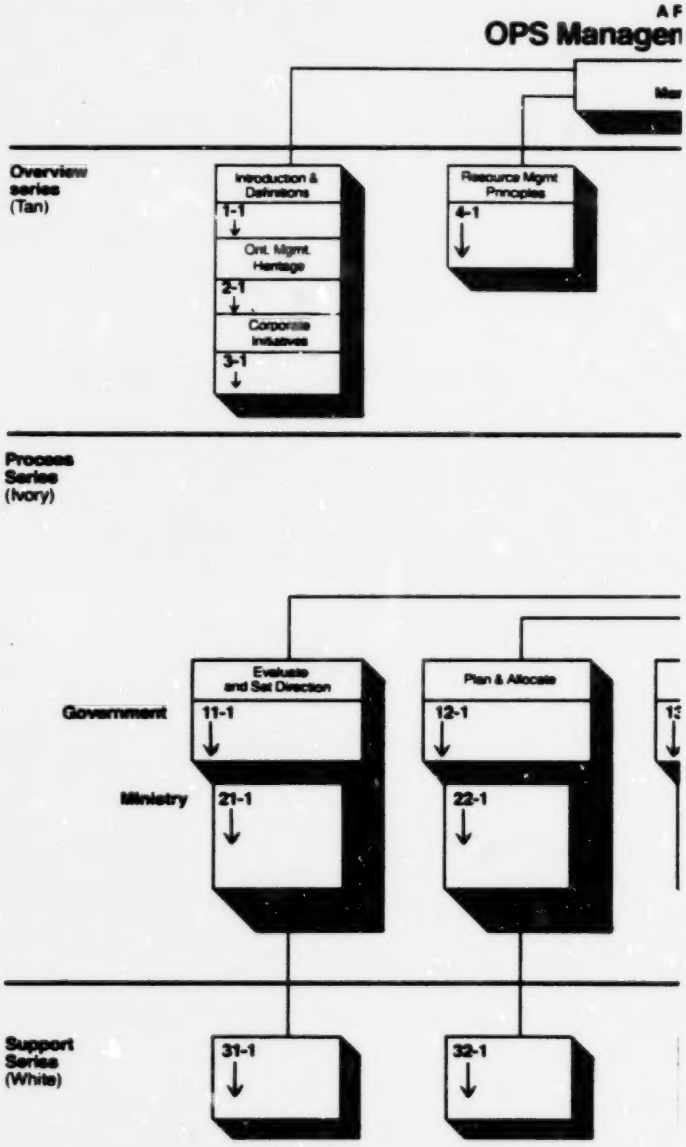
The Government Environment

The section of the Philosophy which describes the environment of a government manager will lead to publications on the setting within which government managers operate.

Key Responsibilities

Finally, the section of the Philosophy dealing with key responsibilities sets the stage for a group of publications which will outline corporate and ministry responsibilities and structures.

Ontario's Principles and S



Standards of Management

A Framework For The
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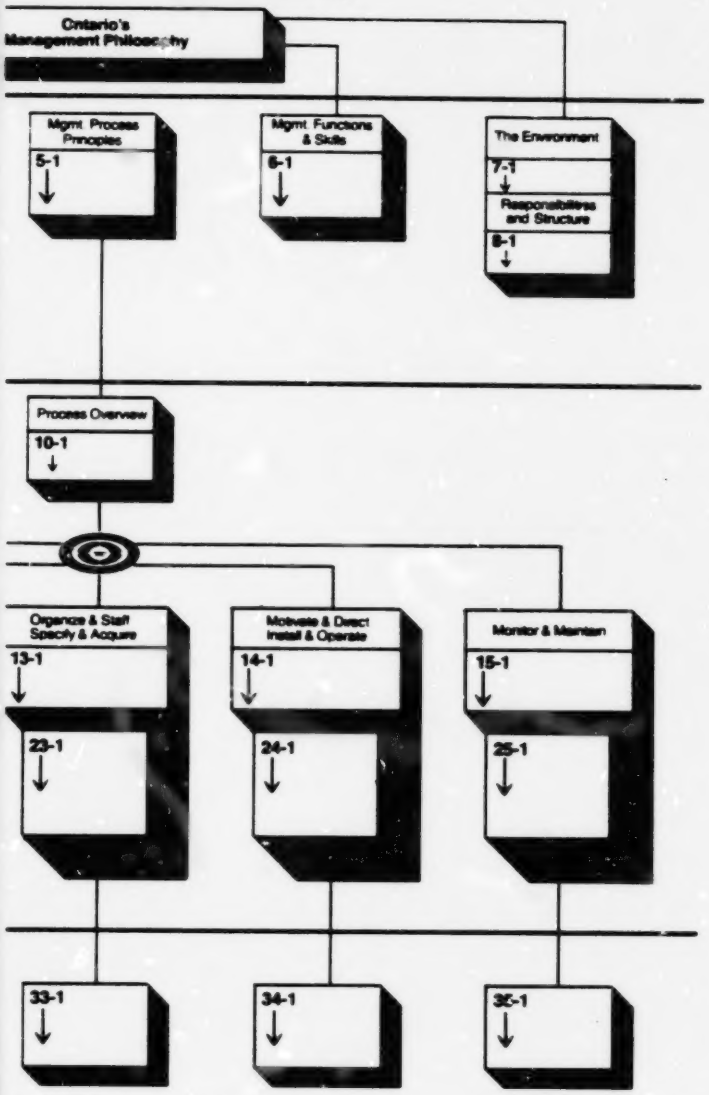

The Process Series

The process series of publications is the mainstay of Ontario's Principles and Standards of Management. It is in this series that government-wide and ministry management processes will be defined and described, and in which requirements and standards will be set out for them.

The publications within the Process Series will be organized under five headings taken directly from the Management Cycle diagram. The Management Cycle is fully described in another brochure. It simply and schematically represents the sequential and ongoing functions of a manager. The five headings, representing the sequential steps in the Management Cycle, are as follows:

- Evaluate and Set Direction
- Plan and Allocate
- Organize and Staff/Specify and Acquire
- Motivate and Direct/Install and Operate
- Monitor and Maintain Direction.

Each one of these headings, or steps in the management cycle, represents a management function. In order to carry out each of these functions, a number of management processes are required. The process series will describe and set requirements and standards for the approximately twenty processes which are employed at both the government-wide and ministry levels.

The Support Series

The support series of publications will be organized under the same five headings as the process series. In addition, the booklets will be grouped according to whether they are guidelines, examples of systems and processes, or specific techniques which can be used in carrying out the processes.

Ontario's Principles and S

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The Changing Environment

Government managers in the '80s are being called on to face the challenge of responding to our changing environment. Social and political priorities are changing. Government spending restraint is here to stay. Public scrutiny and value for money demands are increasing. Pressure for more freedom of information is gaining momentum. Regulatory reform and an increased level of customer service are the order of the day. There is a strengthening of emphasis on results in all programs.

In order to adapt to the changing world of the '80s, management improvement has become an increasingly high priority. The Honourable George R. McCague, Chairman of the Management Board of Cabinet has stated to government managers:

"Good management is one of our priorities. The public has every right to expect efficiency and competence in government and has served notice they will be satisfied with nothing less.

As a Government manager you will be held accountable more and more for your decision making and the quality of your advice. It is largely up to you to respond to this demand and to stimulate us as politicians to make the best choices for the tax payers."

Meeting the Challenge

A number of key management improvement efforts have been undertaken in the Ontario Public Service for the '80s. These include:

- a series of initiatives to enhance executive development;
- the managing by results improvement project;
- a new role for internal audit; and
- the development of management standards.

The Management Board of Cabinet has published *Ontario's Management Philosophy* as the cornerstone document to complement the management improvement effort. The Management Standards Project is initiating and coordinating the production of a series of booklets and brochures on common principles and standards of management for use throughout the Ontario Public Service The Civil Service Commission is developing a comprehensive training and education program to complement the publications. The Project is establishing forums for continuing dialogue on management.

Why A Publications Series?

The booklets and brochures which comprise *Ontario's Principles and Standards of Management* have been developed in order to:

- encourage ministries to examine and seek to improve their management processes;
- promote a common language and understanding in management;
- serve as a basis for dialogue forums on specific management issues, initiatives and processes;
- document and share amongst ministry managers the wealth of experience which exists in the area of effective management processes, systems, and tools;
- clarify corporate expectations in terms of management processes.

Each booklet or brochure in the series will be produced for a specific group of readers. Some of the booklets will be directed primarily at the senior management team of a ministry, while others will be aimed at line managers or staff specialists.

The booklets and brochures in the series will be developed largely through the cooperation, involvement and input of ministry staff. The management standards which are developed will be written *by* ministry managers *for* ministry managers, and endorsed by the Management Board of Cabinet.

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ı to the Series

What are Management Standards?

As a major part of the management improvement effort and the Principles and Standards of Management publication series, the Management Standards Project is coordinating the development of management standards.

Management standards are a set of criteria against which the quality of the management process can be measured.

It is significant that the actual management standards being developed relate to management *process*, rather than to single management tasks or functions. This falls in line with the emphasis in **Ontario's Management Philosophy** that the *interaction* of managers in carrying out their tasks is vital to effective government programs. Underlying this is the belief that staff are the government's most valuable resource.

Ontario's Management Philosophy states:

"The Government of Ontario believes that the effectiveness of its organization hinges on human resources and management process. The management process channels, in a purposeful manner, the vitality of each individual. It brings people together in goal oriented teams and creates an efficient network of communication."

A management process is defined as:

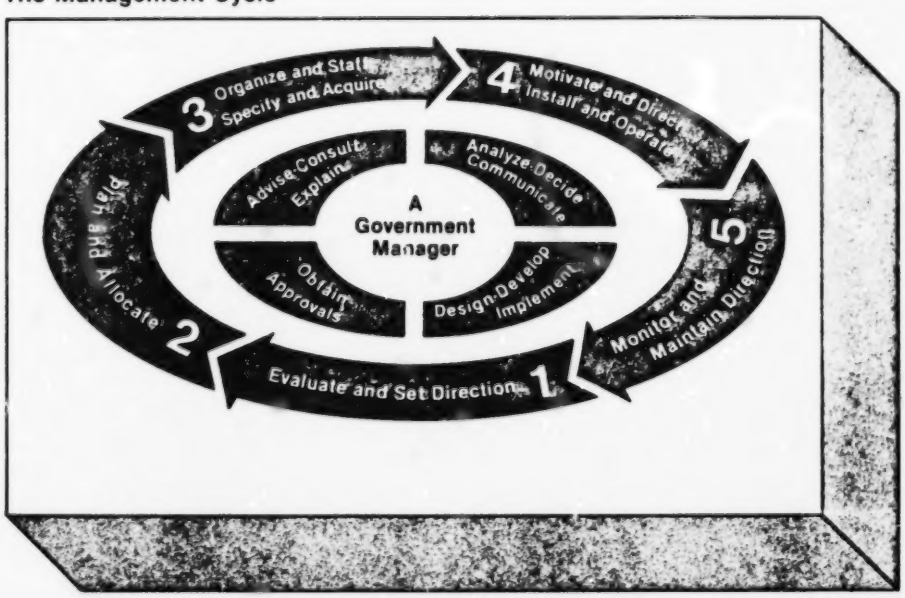
"A purposeful, systematic and integrated sequence of management activities which coordinates the efforts of managers."

In Conclusion...

The subjects of management process, management theory and management concepts have received considerable attention in both the private and public sectors over the years. The development of this publications series is not intended to "re-invent the wheel" but rather to document and build on the many successful management processes and initiatives which have been developed in the Ontario Public Service. As such, many of the descriptions and standards in the publications will be familiar to many readers.

It is hoped that this familiarity will engender pride in managers in their knowledge and ability to apply management principles. Those ideas, concepts, principles and standards which may represent new thoughts or fresh ways of looking at management, are intended to assist government managers in building on the proven processes which they now use.

The Management Cycle



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